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Central Intelligence Agency  
Washington, D.C. 20505

29 January 1985

Executive Director

NOTE FOR:  Director  
Center for the Study of Intelligence

VIA: Deputy Director for Administration  
Director of Training and Education

SUBJECT: Proposed Consolidation of "Cultural  
Assets"

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This is a long-delayed response to your suggestion that we consider consolidating the Center for the Study of Intelligence, the History Staff, the Historical Intelligence Collection, and the Academic Affairs Coordinator. I've talked to a number of people about the substance of your proposal. Predictably, the reactions cover all the possible alternatives and everything in between. The bottom line for me is that I really can't see that we get great advantage out of what is admittedly the relatively small disruption which would be involved. I do appreciate your taking the time to present the case in a thoughtful manner, and it may just be that your idea is one whose time hasn't quite come!

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20 December 1984

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MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration  
Director of Training and Education *B.*

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FROM: [ ] Director  
Center for the Study of IntelligenceSUBJECT: The Agency's "Cultural Assets"--A Time to  
Rationalize

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1. With the retirement of [ ] the Coordinator for Academic Affairs, the opportunity arises to re-examine the rationale behind several separate but not dissimilar Agency functions and to ask whether merging them--or at least bringing them under one management--might result in a net gain. They are: the Center for the Study of Intelligence (CSI/OTE), the History Staff (O/DCI), the Historical Intelligence Collection (HIC/OCR) and the Coordinator for Academic Affairs (CAA-PAO).

2. When both [ ] predecessor and the former Curator of HIC retired at the same time a year ago and the DCI asked for a baseline study of what he called our "cultural assets," I argued that these activities have much in common and would benefit in a synergetic fashion from unified direction.

3. The Center for the Study of Intelligence was founded in 1975 and placed in the Office of Training and Education to provide a mechanism for furthering the growth of a professional quality literature of intelligence and for sponsoring seminars and conferences that would address problems, analytical or methodological or even managerial, that beset us all. To this end, CSI was entrusted with editorial responsibility for Studies in Intelligence, the quarterly that for almost 20 years had been managed within the Directorate of Intelligence and had suffered some provincialism.

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SUBJECT: The Agency's Cultural Assets"--A Time to Rationalize

4. The History Program, long moribund, had been the object of intense scrutiny and debate resulting in a decision to revivify our efforts to document the past and provide training materials for the future. Its administrative subordination was hotly debated and in the end the History Staff, under the direction of someone who was not an Agency professional, however well qualified as a historian, was lodged in the Executive Secretariat and left housed in the Ames Building--far from a training environment and virtually inaccessible to the Agency's population.

5. Far from being joined with the History Staff, which it could complement, the Historical Intelligence Collection is an adjunct of the Library. The staff of that Library question the need for HIC's existence and would incorporate HIC's unique but sometimes uncatalogued collections in their general holdings. Sad to say, but HIC's existence is a well kept secret to many of our people--especially the younger officers in need of "acculturation."

6. The Coordinator for Academic Affairs position evolved out of what used to be the Coordinator for Academic Relations (CAR) in the Office of the Deputy Director for Intelligence. In the DDI, the CAR was the fulcrum for substantive exchanges between the Agency and academe. He served, as well, as a vehicle for recruiting visiting scholars and even recruiting lateral entries. As a member of the Public Affairs Office, the CAA's charter is less clear. What is clear, however, is that he lacks the administrative and logistic support that would be available to him in the Office of Training and Education, which increasingly deals with academe, as does the Office of Personnel--another component of the Directorate of Administration. The CAA seeks to foster the Agency's image in the colleges and universities in order to encourage substantive exchanges. OP looks to many of the same college and university professors to spot and nurture prospective Career Trainees, who are entrusted to the Office of Training and Education at the outset of their careers. The two activities need not be mutually exclusive, as they often seem to be. Wed, the spotting and nurturing would follow naturally the encouragement of substantive exchanges--especially as a spirit of mutual trust developed between the CAA and his "customers" in academe.

SUBJECT: The Agency's "Cultural Assets"--A Time to Rationalize

7. CSI has laid the foundation for such trust by sponsoring two unprecedented conferences on "US Intelligence: The Organization and the Profession" in 1984. The 53 professors who attended those conferences continue to correspond with CSI and have begun to refer prospective applicants to the Agency through CSI. That is a trend that ought to be encouraged.

8. A year ago, the decision was not to emplace our "cultural assets" in the Center, not to upset the status quo. Practically speaking, that decision not to unify the Center, the History Staff, the Historical Intelligence Collection and the Coordinator for Academic Affairs has meant continued bifurcation of effort and image and has not meant any net gain for Agency management. The History Program lacks visibility and may lack relevance, as well. HIC languishes unseen and unheard of--by most. The Coordinator more often than not is bypassed by components from all of the directorates that are recruiting and seeking their own respondents or "contacts" in the colleges and universities, viz the recent DDI "blitz" at Charlottesville.

9. The Center for the Study of Intelligence remains a component in which these related functions logically could be combined and lent direction. Studies in Intelligence never has been in healthier condition. Its expanding circulation and acceptance over the past four years, and its growing stable of writers, hint at what might be accomplished were the Center to encompass all of our "cultural 25X1 assets."

10. I respectfully submit that [redacted] retirement affords top management with the opportunity to rethink the decisions of a year ago and to lend new impetus to the Agency's discourse with the academic world.

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